



## Bill Westfall's "LINE AND COMMAND LEADERSHIP"

### PART TWO: COMMAND LEADERSHIP

In the classic book, "Pursuit of Excellence," authors Peters and Waterman started their research with the assumption that it was too simplistic to say that an organization or work unit could thrive or fail because of just one person. Yet, after they examined case after case, they concluded that organizational success is always the result of what is now called "The Primary Person Principle." Stated simply, the person in charge makes all the difference — for good or bad. If this is true, the obvious question is: *"What is the secret to command success?"*

#### A Command Paradox

Over twenty years ago, the now renowned organizational analyst, Peter Drucker, was asked to do a study of the Los Angeles Police Department by then Chief Davis. Drucker had never analyzed a police department before, so he offered to do the analysis for free. After some six weeks of talking with officers throughout the department, he made a profound realization. Drucker said, *"You police are so concerned with doing things right that you fail to do the right things."* Police work had become a paradox, where the concern with avoiding the wrong had caused officers to refrain from doing the right.

Now consider a more current observation by Dr. Warren Bennis. Bennis says that *"Managers do things right while leaders do the right things."* If

we combine Drucker's statement with that of Bennis, we can conclude that many police commanders are so concerned about day to day management issues that they are failing to lead. In order to correct this, we must rediscover "spirit."

#### Management & Leadership, Body & Spirit

Max DePree, retired CEO of Herman-Miller, has clarified the difference between management and leadership by comparing them to "body and spirit." You can say that managing takes care of the body, leadership takes care of the spirit; managing deals with "hard" facts, leadership deals with the "soft" intangibles; managing provides a mission, leadership provides a mission with meaning.

The Civil War gives great examples of both managing and leading. Think about what the biographer Carl Sandburg said about Abraham Lincoln: "He was *hard* as a rock and *soft* as a morning fog." The great Union General Joshua Chamberlain, who helped win the battle of Gettysburg, was said to have "the soul of a *lion* and the heart of a *woman*." *You see, the great ones from the past could do both, manage and lead. This is the secret to command success!*

#### Developing Belief Systems

Commanders that truly want to make a lasting difference need to understand the relationship between *vision* and *legacy*. Consider what General Chamberlain said in 1889 at the memorial dedication for the Union Army's 20th Maine Regiment, at Gettysburg:

"In great deeds something abides, on great fields something stays. Forms change and pass and bodies disappear, but spirits linger. Generations that know us not, and that we know not of, will hark draw to see where and by whom great things were suffered and done for them. They shall come to this deathless field to ponder and dream, and the shadow of a mighty presence shall wrap them in its bosom and the power of the vision shall pass into their souls."

Chamberlain knew that mighty acts remembered pass into future generations; great acts honored are living messages that will go to a time that we will never see. Vision is important here because if it has succession, it transcends into a legacy. Legacy is a vision that has been accepted by all the members of an organization for which they are willing to sacrifice. Great organizations have great legacies that provide an institutional belief system.



*Honoring those who have sacrificed for the vision is the surest way to create a legacy.*

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## Line and Command Leadership. . .

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Vision becomes legacy by honoring those who have struggled to support the vision. The Michigan State Police Training Academy begins this building process in the basic school. Recruits are not hazed or demeaned. Discipline is developed in the recruit through the expectation of high standards, and the vision inherent in these standards is reinforced each time the entire academy assembles for a solemn memorial service. Recruits read aloud about fallen officers, learning moral lessons from these tragic events. Through this practice, they build a belief system. They recognize that as officers they may get hurt, or die, in the line of duty. But they also know, if this happens, their sacrifice will be honored and not forgotten. This is powerful; it talks about who you are and what you stand for.

### Conclusion

The future of law enforcement is going to be marked by great achieve-

ments. How could it not? We have some of the most motivated people in the world. The psychotherapist Viktor Frankl, who discovered his "search for meaning" amidst the holocaust, has asked numerous audiences if they had something or someone that they would be willing to die for. On average, a meager thirty-seven percent said they did. When audiences of police officers are asked the same question, ninety-nine percent unhesitatingly affirm their willingness to sacrifice. So don't complain how cynical, beat up and burned out your people are. You know what you need to do? "Lead! Lead! Lead!" As long as there is *leadership*, the law enforcement community can accomplish anything. 🍀

*The article, "Line and Command Leadership," is based on the Bill Westfall seminar series, presented before the Michigan State Police.*

## Lord God of Hosts, Be With Us Yet, Lest We Forget — Lest We Forget!

*\*from "Recessional" by Rudyard Kipling*

As the law enforcement community is so painfully aware, two U.S. Capitol Police officers, John Gibson and Jacob Chestnut, were fatally shot on July 24, 1998. They fell, in the line of duty, protecting the very integrity of our nation's government. Lest we forget, there was another who sacrificed himself in a similar act of valor.

On November 1, 1950, two would-be assassins belonging to a radical Puerto Rican Nationalist Party headed toward Blair House, in Washington, D.C., where President Harry S. Truman and his family had taken up residence while the White House underwent renovations. The assailants hoped to inspire a revolution by

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## The Commando Pull-Up

The *Commando Pull-Up* is a variation of the standard pull-up that the military uses to help develop different muscle groups for better overall fitness. In "The Navy Seal Workout" manual, author Mark De Lisle describes how it is done:

### FIGURE 1

Standing sideways to the pull-up bar, grab the bar with palms facing. Place the thumb of your left hand directly next to the pinkie of your right hand. Hang from the bar with elbows slightly bent so your body remains vertical to the bar. (This is one pull-up where you don't want to lock-out your arms, as this would cause your body to

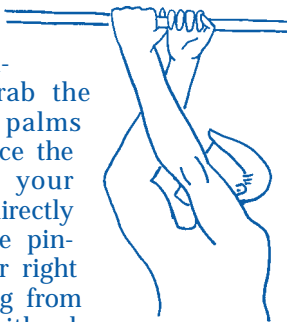


Figure 1

twist and turn during the exercise, breaking your rhythm.)

### FIGURE 2

Pull yourself up, touching your right shoulder to the bar.

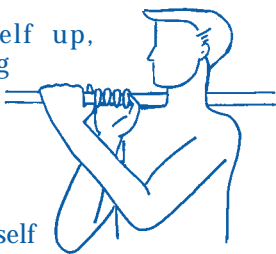


Figure 2

### FIGURE 3

Lower yourself down slowly to a point where your elbows are still slightly bent, then pull yourself back up again, so the bar touches your left shoulder. That counts as one repetition.

You should vary this exercise by alternating your hand position, right hand forward and left hand back. Do not kick or jerk yourself up during this or any pull-up exercise since this uses momentum rather than muscle performance. Also, as described in the last issue, use the pyra-

mid system for this exercise. For example, a "1-2-3-4-3-2-1" pyramid means to do one repetition, drop off the bar and rest 15 seconds, do two repetitions, drop off the bar and rest 15 seconds, and so on up to four repetitions, and then back down to one repetition. The pyramid ratio can be increased according to your fitness level (for example, 2-4-6-8-6-4-2). 🍀

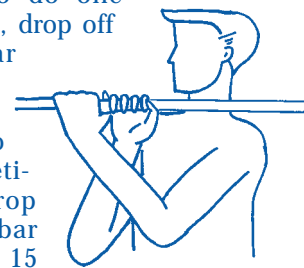


Figure 3

*"The Navy Seal Workout" manual is available through the Law Enforcement Resource Center. Call Librarian Mary LePiors at (517) 322-1976, to check it out.*

*Illustrations by Jill Graeber*

# The Root Cause of Violent Crime: The Breakdown of Conscience

Though the overall crime rates have dropped slightly in America in recent years, the frightening news is that both the level and viciousness of youth crime has been rising steadily. The following problems are critical to this crisis:

## Attachment Disorder

While bad parenting has always plagued humankind, psychologists have only recently identified its most tragic element. If, in the first few years of life, a child does not form an affectionate bond with their primary caretaker, their ability to care and feel empathy is pervasively damaged. This affliction is now known as Attachment Disorder.

In the book "HIGH RISK: Children Without A Conscience," Dr. Ken Magid and Carole McKelvey explain that the causes of Attachment Disorder are almost epidemic in the 20th century. Consider these all too familiar problems: maternal drug and/or alcohol use during pregnancy; drug addicted infant; physical, emotional, and sexual abuse; neglect; sudden separation from the primary caretaker, as in a divorce; undiagnosed and/or painful illness as an infant; frequent moves or placements; inconsistent or inadequate daycare; chronic depression in the primary caretaker; teenage mothers and fathers with poor parenting skills. Depending on the intensity and combination of these factors, the child may not come to attach, bond, or trust their primary

caretaker — psychologically, they equate love with pain.

You can recognize a child with Attachment Disorder by the following symptoms (the more symptoms, the more severe the attachment problem may be):

- > Lack of eye contact on adult's terms
- > Not affectionate on adult's terms
- > Destructive to self, others, objects
- > Cruel to animals
- > Cruel to weaker children
- > Crazy lying about the obvious
- > Speech pathology
- > Indiscriminate stealing
- > School problems, no desire to learn (but may appear intelligent)
- > Lack of cause and effect thinking
- > Lack of conscience, incapable of feeling remorse
- > Abnormal eating patterns (hoarding or gorging food)
- > No loyalties, no close friends (but many acquaintances)
- > Preoccupation with fire and weapons
- > Fascination with blood, gore, demons, the devil
- > Persistent nonsense questions and/or incessant chatter
- > Extreme control battles, fights all authority figures

- > Manipulative and phony — they act engaging and charming with strangers
- > Sexual promiscuity at an early age, particularly among girls
- > Use of drugs at an early age
- > Extreme bouts of rage, anger, hatred, and jealousy
- > Parents are angry and feel like giving up

If Attachment Disorder is caught in early childhood, it can be treated with "Modified Holding Therapy." Unfortunately, treatment is rare because most psychologists don't have the training, and a child with Attachment Disorder can easily deceive a psychologist who does not spend enough time with them.

With few exceptions, children with Attachment Disorder who move into adulthood without help will become, at different extremes, adult *psychopaths* — arrogant, impulsive, aggressive, and remorseless. This does not mean they will all become adult serial murderers. The severity depends partly on genetics, combined with the degree that bonding did not occur (see "The Conscience of Humanity" illustration). However, adults who developed any level of Attachment Disorder as children are likely to create conditions that will pass along the affliction to their children.

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## The Conscience of Humanity

**Extremely Bonded and Attached**



Humanitarians  
i.e., Mother Teresa,  
Albert Schweitzer

**Well to Average Bond**



Well-Adjusted  
Families

**Slightly Impaired Bonding**



Slick Salespeople  
Unethical Businesspeople  
Some Politicians

**Partially Bonded**



Thrill-Seekers  
Delinquents

**Very Weak Bond**



Robbers  
Prostitutes  
Drug Pushers

**Extremely Unbonded and Unattached**



Killers & Sadists  
i.e., Ted Bundy  
Charles Manson



## Violent Crime . . .

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### Media: A Virus of Violence

A recent article in the "Law Enforcement Trainer," by retired West Point psychology professor Col. Dave Grossman, documents how indiscriminate violence in entertainment has increasingly been identified as a key factor in violent crime. Grossman cites a study that shows "anywhere in the world that television is introduced, within 15 years the murder rate doubles." The net effect of television in the U.S. has been to increase the aggressive predisposition of about 8% of the population (which is all that is required to double the murder rate).

Healthy people have a natural resistance to hurting others. However, as the previous section on Attachment Disorder shows, society is creating a group of children already lacking scruples and self-control. These are the children most likely to succumb to the glamorization of media violence. Grossman calls this phenomena "Acquired Violence Immune Deficiency Syndrome." In psychological terms, because of violence on television, in music, and in video games, some kids can become behaviorally conditioned to aggression, and desensitized to its effects.

### No One Watching

Gulf War hero, General Colin Powell, is now the chairman of *America's Promise — The Alliance for Youth*. He credits not getting in trouble as a youth to a strong family, church and school system, one of which constantly monitored his activities. "When I was a kid, a safety net protected me . . . I wasn't left to myself," says Powell. Unfortunately, many kids no longer have a safe place to go after school where they can be monitored by a caring adult. As a result, statistics show kids getting in trouble after school. Nationally, crime triples after 3 p.m., and the hours after school now account for more than 50 percent of all youth offenses.

A major reason for this problem is due to the fact that half of all youth are spending at least part of their childhood in a single-parent home. Single-parents are usually at a disadvantage because they often can't af-

ford after school programs and have less time themselves to mentor their children. Studies show that both boys and girls fare best when they have a mother and father influence, but boys are at much greater risk to become violent if they do not have a suitable father figure.

### Faulty Moral Education

For centuries, society successfully used rigorous, repetitive, concise teaching techniques to embed strong moral habits in the young. In fact, in 1947 as a reaction to the moral atrocities of W.W.II, the famed French doctor Lecomte du Nouy re-advocated that a society dedicated to freedom and justice needs to establish conditioned moral reflexes in children. Only with this as a foundation can you expect to develop high moral reasoning in young adults. Unfortunately, the United States eventually lost this tutorial compass.

In the book, "Why Johnny Can't Tell Right from Wrong," Professor of Education William Kilpatrick explains that in the 1960's a group of counselors convinced educators to forgo traditional techniques and immediately expose children to adult "non-directive" decision making. Using "non-judgmental" facilitation techniques, their idea was to help children develop "self-awareness" and "self-esteem" so that they could make up their own mind about drugs, sex, and the law — a strategy which actually led to an increase in crime.

The problem when using adult discussion techniques with youngsters is that it makes many unethical activities seem less threatening. Kids come away with the impression that even the most basic values are matters of dispute, and that morals are basically a personal choice of what works best for you. But in view of the fact that the law does not consider crime to be in the subjective realm, asking children to develop their own opinion on morality is an open invitation to trouble. Even worse, the intimate group process that these programs use gives the "problem kids" in class an undue influence on good kids who normally shy away from trouble-makers.

### Conclusion

Not all children succumb to the problems discussed. In the book, "Realiz-

ing Mental Health," Dr. Roger Mills provides heartening examples of children who grew up in highly dysfunctional families and highly unstable environments but were able to rise above these conditions. Without outside intervention, they became healthy, responsible adults. Unfortunately, too many do not. The next Tuebor will analyze how police can best intervene with troubled youths.

## Lest We Forget . . .

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killing the president.

The two assailants approached Blair House from opposite directions and began shooting at Secret Service agents and White House police.



Leslie Coffelt

Thirty shots were fired in less than three minutes. With officers returning fire, soon one of the assailants fell wounded and debilitated on the sidewalk.

After shooting two officers, the remaining assailant made his way to the basement door of Blair House. There he encountered Officer Leslie Coffelt, and proceeded to shoot Coffelt in the chest, abdomen, and leg — forcing Coffelt to collapse back into a chair.

But the mortally wounded Coffelt, a forty-year-old private in the White House Police, managed to draw his gun. He made a final supreme effort before losing consciousness and killed the assailant with a shot through the head. Had the assailant made it past Coffelt, he would have stood a very good chance of reaching the president, who had only two men left to protect him.

Leslie Coffelt, like John Gibson and Jacob Chestnut, is buried at Arlington National Cemetery.

Resource: "Shoot-Out On Pennsylvania Avenue" by Elbert B. Smith, *American History Magazine*, August, 1997.

Number of Copies Printed: 4,400  
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## Be Fit!

Ever heard of the *Greek Ideal*? The striving to become a better person through the development and integration of mind and body. This ideal was adopted into school athletics' "Olympic Ideal," as well as military and police basic training's "Be All You Can Be" philosophy. Nobel laureate Rudyard Kipling (1865-1936) explored this concept, and all its profound implications, in the following poem:

To all to whom this little book  
may come —  
Health for yourselves and those  
you hold most dear;

Content abroad, and happiness at  
home,  
And — one grand secret in your  
private ear: —

*Nations have passed away and left  
no traces,  
And History gives the naked cause  
of it —  
One single, simple reason in all  
cases;  
They fell because their people were  
not fit.*

Now, though your body be mis-  
shapen blind,  
Lame, feverish, lacking substance,  
power or skill,  
Certain it is that men can school  
the Mind  
To school the sickliest Body to her  
will —  
As many have done, whose glory  
blazes still  
Like mighty fires in meanest  
lanterns lit:

Wherefore, we pray the crippled,  
weak and ill —  
Be fit — be fit! In mind at first  
be fit!

And, though your Spirit seem  
uncouth or small,  
Stubborn as clay or shifting  
as the sand,  
Strengthen the Body, and the Body  
shall Strengthen the Spirit till she  
take command;

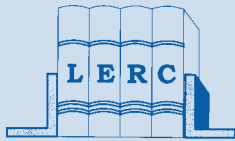
As a bold rider brings his horse in  
hand  
At the tall fence, with voice and  
heel and bit,  
And leaps while all the field are at  
a stand.  
Be fit — be fit! In body next be  
fit!

*Nothing on earth — no arts, no  
gifts, nor graces —  
No fame, no wealth — outweighs  
the want of it.  
This is the Law which every law  
embraces —  
Be fit — be fit! In mind and body  
be fit!*

The even heart that seldom slurs  
its beat —  
The cool head weighing what that  
heart desires —  
The measuring eye that guides the  
hands and feet —  
The Soul unbroken when the Body  
tires —  
These are the things our weary  
world requires  
Far more than superfluities of wit;

Wherefore we pray you, sons of  
generous sires,  
Be fit — be fit! For Honor's sake  
be fit.

*There is one lesson at all Times  
and Places —  
One changeless Truth on all things  
changing writ,  
For boys and girls, men, women,  
nations, races —  
Be fit — be fit! And once again,  
be fit!*



## “Update”

The Law Enforcement Resource Center, located at the Training Academy, includes an audio/visual library with training videos that can be loaned to any Michigan law enforcement agency. Some of the newest videos are:

*Watch What You Drink*

*Telemarketing Fraud*

*Frauds and Scams Against Seniors*

Contact video librarian Debbie Thelen at 517-322-5624 if you wish to receive a catalog or preview a video. 📺